

BatesWells

Equity Pay Report

2025

Certified



Corporation

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Useful definitions:

The mean statistic shows the average and the median shows the middle value. For example:

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The mean pay gap is the difference between the average hourly earnings of two groups of people within a company e.g. men and women.



The median pay gap is the difference between the midpoints in the ranges of hourly earnings of two groups of people. It takes all the salaries in the sample, lines them up from the lowest to highest, and uses the middle value.

POC – People of colour, including all those from the global majority (Black, Asian, mixed heritage and other minority ethnic groups who make up most of the world’s population).

LGBT+ – Lesbian, gay, bisexual, transgender, pansexual, queer and ‘other’ sexual representation.

LSEB – Lower socioeconomic backgrounds, including individuals who were state school educated, received free school meals, have parents without degree-level qualifications.

HSEB – Higher socioeconomic backgrounds, including individuals who went to private/fee-paying schools, did not receive free school meals, have parents with degree-level qualifications.

Introduction

We're pleased to share this year's Equity Pay report. It sets out how we're meeting our gender pay reporting duties and reflects our commitment to acting with conscience by being open about pay across different groups. We've continued to look at longer-term trends, the impact of what we've done so far, and where we still need to make progress. We've also updated our demographic data, so the picture is current and accurate.

As a B Corp, transparency matters to us, so again this year we've gone beyond what the law requires by including ethnicity, disability, LGBT+ and social mobility. By reporting in this way, we can see barriers more clearly and stay focused on making meaningful change.

We've made good progress in several areas. Pay for women and men is now broadly balanced, and colleagues who are disabled or LGBT+ often see strong outcomes, helped by the fact that many hold senior roles. These shifts suggest that some of the firm's long-term inclusion work is starting to show through in day-to-day pay.

The report does show the need for continued focus on how our people move through the firm. Achieving greater representation at the most senior levels is still our main goal. Our commitment over the next three years is to increase diversity in recruitment and offers made, and to advance representation in leadership roles and promotions. This we believe, will help us make progress towards this equity. We are also using this report to set out our public commitment to supporting colleagues experiencing perimenopause or menopause, reflected in the publication of our Menopause Action Plan ([Appendix 2](#)).



Erica Crump
Managing Partner



Scott Sullivan
HR Director



Karli Hiscock
Partner & Gender Board Sponsor

What have we achieved since our last Equity Pay report to promote EDI at Bates Wells?

Following the launch of our new EDI strategy in 2025, we have been focusing on long-term actions that will strengthen the firm for the future. We have adopted ‘cathedral thinking’ in this work, recognising that it will take many years for us to fully benefit from the efforts we are making today.

Aspiring Solicitors

Our evolving partnership with Aspiring Solicitors demonstrates this long-term approach. In 2025 we joined the founding cohort of law firms supporting the Social Mobility and Real Talent (SMART) Commitment, which aims to help vacation scheme and future trainees from lower socioeconomic backgrounds who face financial challenges in advancing their legal careers. We provide financial support to those eligible to cover the cost of accommodation, professional clothing, and technology equipment ahead of joining the firm.

We have worked with Aspiring Solicitors to run mock interviews for those candidates invited to a vacation scheme assessment centre and also delivered a preparation session prior to attending the assessment centre. This complements our existing work with Making the Leap for our Solicitor Apprentice applicants.

For the second year, we hosted Aspire Mentoring students in our offices for a morning. The scheme supports school students from low-income boroughs by giving them exposure to professional roles and environments they wouldn't be able access through their own personal networks.

We set ourselves a target to give work experience opportunities to 50 young people last year. We achieved 67 by the end of the year.

Beyond the brochure

We launched our *Beyond the Brochure* mini series. We reached nearly 650 students, from a huge range of universities, through free, open access upskilling webinars. We know that giving people the tools to succeed means that when students are at an assessment centre, they can really thrive. This is why our most engaged participants in the mini-series were 17 times more likely to receive a place on our vacation scheme in April 2026.

Lateral recruitment

In terms of experienced hiring, and building on our work from last year, hiring managers all now receive training on best practice recruitment when they have a vacant role in their team. The training focuses on conducting interviews that allow candidates to perform at their best and on applying fair, objective scoring to reduce bias. The training is tailored to each role, kept concise, and has been well received by participants. This targeted approach strengthens consistency and fairness across our recruitment process. 62% of experienced applicants in 2025 were from POC.

Accessibility

We asked Ifnotme-inclusion to carry out a Building Accessibility and Inclusion Audit of our office last year. The audit team included a wheelchair user, and a visually impaired/neurodiverse auditor. They were positive about the culture at Bates Wells and the support already in place, while also providing a set of recommendations to strengthen accessibility across the building. We shaped these recommendations into a structured improvement plan, and our landlord has already implemented some of the recommendations. Internally, we have completed a series of changes including investing in a hearing loop at the reception desk, improved signage and adding colour contrast to the frames of doors to make our office more inclusive.

Section one: Who are we?

A look at our diversity demographics

Pay equity and representation go hand in hand. To analyse our pay data, we need to know who is working at the firm, so we ask everyone to complete a diversity monitoring survey when they join and to update it annually. Participation is voluntary, and nearly 80% of our people have provided their data. Having this data helps us understand our workforce and to track progress against our inclusion actions. For consistency, all data in this report reflects the position as of 5 April 2025, in line with the gender pay reporting period.

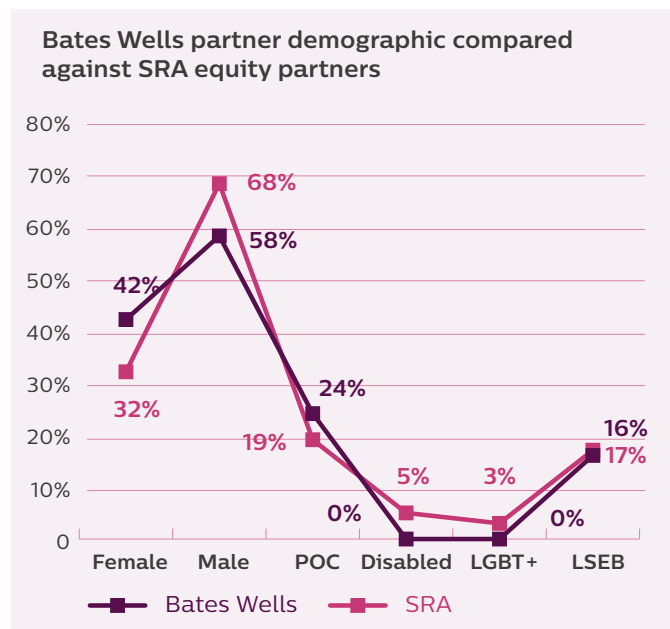
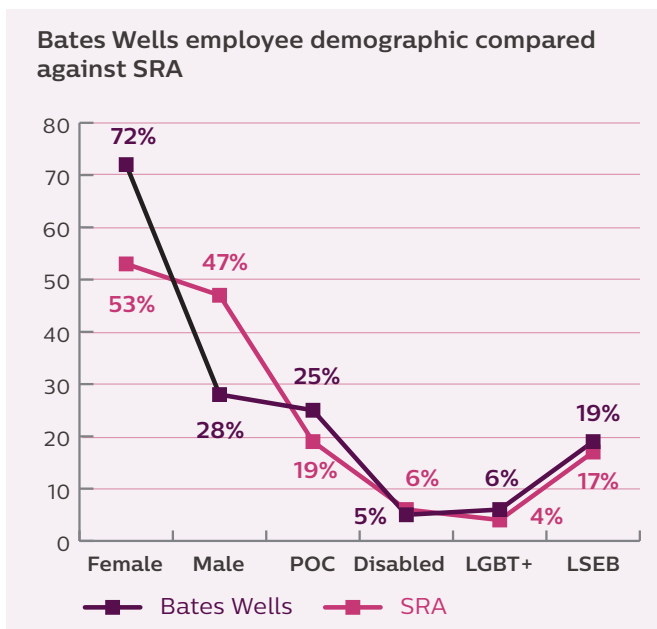
The tables below show the percentage breakdown by diversity characteristic, with separate data for employees and partners. Where we have fewer than five people in any category, we have not reported it, to maintain dignity and anonymity. We have also included a breakdown of our Management Board and Senior Management Team data for transparency.

For benchmarking, we refer to the 2023 Solicitor Regulation Authority (SRA) benchmarking in this report.

Management Board – diversity data

We’re publishing our diversity data for our senior decision-making groups in the firm in line with recommendations from the B Corp movement. For us, this is our Management Board and our Senior Management Team.

Diversity characteristic	%
Female	58%
Male	42%
Ethnic minority	17%
White	83%
Disabled	8%
LGBT+	17%
LSEB	25%



Gender

The percentage of women across the firm, remains higher than the 53% reported by the SRA, at 72%. This is something we pride ourselves on and our family friendly policies, benefits and flexible culture make the firm attractive to women.

% of women firm-wide

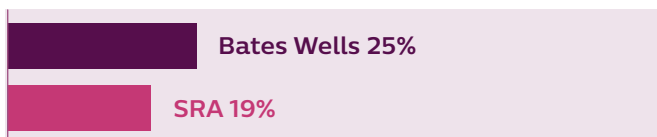


We continue to work on recruiting more men into the firm to ensure greater gender balance, as only 30% of our job applicants were from men in 2025. We have a recruitment campaign in progress to help address this, with our part-time-working men, DIF groups and recent joiners working on video content to add to our external website.

Ethnicity

Our percentage of POC colleagues is 25%, higher than the SRA, which reports 19%. Our number of POC partners has increased to 24% (from 14%), due to 100% of promotions into the partnership being people of colour, which is also higher than the SRA benchmark of POC partners at 14%.

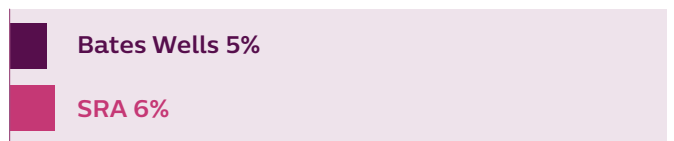
% of POC firm-wide



Disability

8% of our people have a registered disability, which is fractionally lower than the SRA, which reports 6% and is significantly lower than the 18% (across England and Wales) reported in the latest UK Census. Our partner disclosure is too low to report.

% registered disabled

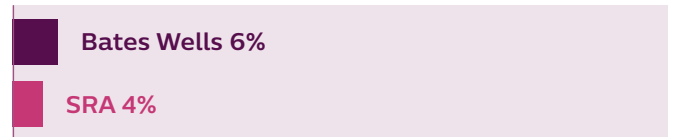


The recent Building Accessibility and Inclusion Audit shows our commitment to creating an inclusive workplace and allowed us to make meaningful improvements to the office. The quarterly Coffee Chats run by UnstoppABLE, our employee network, reinforce our commitment by providing a safe, open space for colleagues to share their experiences of different disabilities.

LGBT+

Our LGBT+ employee disclosure has risen to 6%, exceeding both the SRA benchmark (4%) and the Census figure (3%). However, the number of LGBT+ partners remains too small to report.

% LGBT+ employee disclosure



DIF events, such as the book and podcast discussion for Transgender Day of Visibility, promote an inclusive workplace. These activities help foster a sense of belonging, encouraging more colleagues to share their diversity data and helping us build a more inclusive culture.

Social Mobility

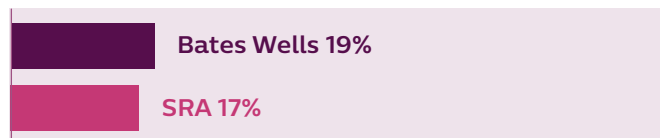
We have continued to take part in the Social Mobility Foundation’s Employers Index to benchmark our approach to class inclusion. The questions in our diversity survey follow their guidance. We categorise people as being from a LSEB if they meet any of the following:

- Received free school meals during their education
- Are the first in their family to attend university
- Had a parent or guardian in a traditionally working class occupation

If someone met the above criteria but attended a fee-paying school, we have automatically excluded them, as is recommended by the foundation.

There is not one measure of social mobility, however, if we look at those of LSEB, the SRA benchmark is 17%, and ours has increased from 17% to 19%.

% of LSEB



We have taken significant steps to address our social mobility representation within Early Careers, for example the financial support we now offer vacation scheme students and future trainees through the Aspiring Solicitors SMART Commitment.

Section two: Equity Pay Report for 2025

Our equity pay report provides us with an analysis of our pay gap data, not only highlighting our progress and impact so far, but where we still need to do more. This helps us to focus on driving positive change, continuing to develop a sustainable pipeline of diverse talent, while supporting the growth and advancement of our employees within the firm.

Like last year, we are reporting on:

1. **Gender** – male and female inclusive of non-binary people
2. **Ethnicity** – where we have aggregated data for our people of colour and white colleagues
3. **Disability** – for those in our firm who are registered disabled, or declare on our survey that they have a disability
4. **LGBT+** – for those who complete our survey and identify as lesbian, gay, bisexual, trans, queer, pansexual or any other category that is not heterosexual
5. **Social Mobility** – looking at those from LSEB against HSEB

Gender Pay

Employee pay and bonus gap

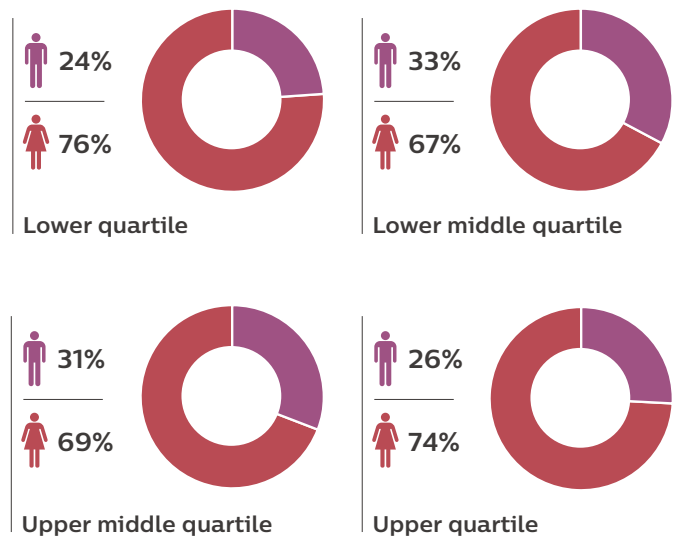
Gender – Employee pay and bonus gap	2021	2022	2023	2024	2025
Mean employee pay gap	2%	3%	-11%	-6%	3%
Median employee pay gap	10%	14%	-1%	-3%	0%
Mean employee bonus gap	62%	1%	34%	26%	10%
Median employee bonus gap	48%	28%	-5%	4%	4%

Over the past five years, our gender pay gap has moved significantly towards pay equity. The median gap improved from 10% in 2021 to 0% in 2025, indicating balanced pay at the midpoint of our workforce. The mean gap has been more volatile, shifting from favouring men in 2021 and 2022 to favouring women in 2023 and 2024, before returning to a small gap of 3% in 2025.

We expect these small fluctuations, which reflect changes among our higher-paid roles. However, the overall trend shows progress towards achieving fair pay across the firm, reflecting our continued commitment to advancing gender equity.

We are pleased to report a significant reduction in the bonus gap in 2025, following four years of greater variability.

Gender – employee quartiles



Gender Pay

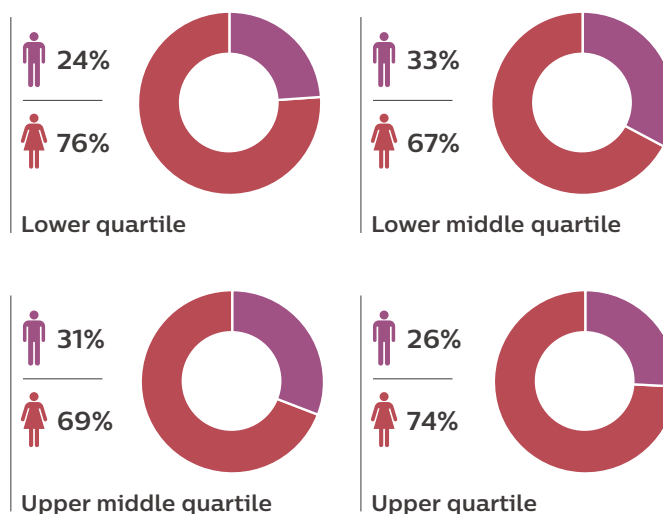
Partner remuneration and bonus gap

Gender – Partner remuneration and bonus gap	2021	2022	2023	2024	2025
Mean partner pay gap	21%	10%	33%	25%	24%
Median partner pay gap	40%	7%	38%	35%	42%
Mean partner bonus gap	11%	15%	19%	19%	10%
Median partner bonus gap	14%	13%	6%	20%	15%

Partner remuneration gaps continue to fluctuate as the makeup of the partnership changes. In 2022 we saw the remuneration mean and median gaps close due to more women joining the partnership, when 100% of the elections into the partnership were women and the only election into the senior partnership was a woman. In 2025 the gap has widened due to representation of men at the top of the lockstep.

Partner bonus outcomes remain weighted towards men. Both the mean and median gaps narrowed in 2025, with the mean reducing to 10% and the median to 15%, following higher gaps in 2023–2024. 32% of partners work part time, and 67% of this group are women. This distribution affects bonus outcomes and is the main reason the bonus gap remains in favour of men.

Gender – partner quartiles



Ethnicity Pay

Employee pay and bonus gap

Ethnicity – Employee pay and bonus gap	2021	2022	2023	2024	2025
Mean employee pay gap	10%	4%	11%	17%	15%
Median employee pay gap	8%	-13%	-12%	32%	33%
Mean employee bonus gap	69%	22%	27%	21%	37%
Median employee bonus gap	56%	8%	26%	26%	37%

Our data shows year on year movement in both the mean and median ethnicity pay gaps, with the mean gap reducing in 2025. While there have been periods of improvement, the results indicate variation over time.

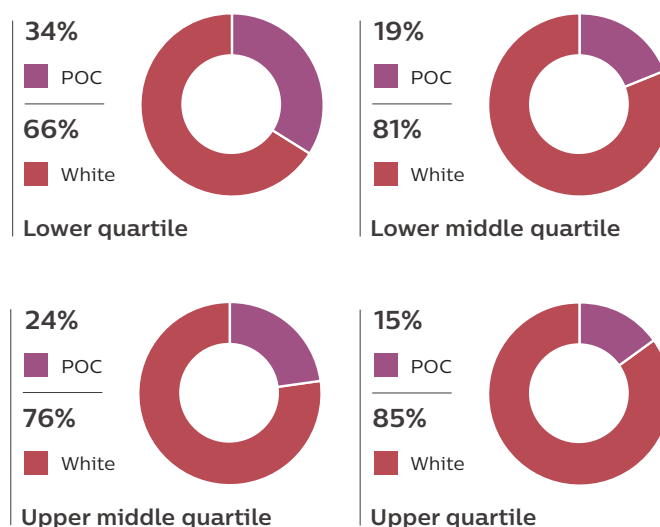
Representation continues to influence the gap. Partner elections in 2025 were achieved by people of colour, strengthening the diversity of our partnership. As these individuals moved into partner roles, the highest paid senior associates left the employee group, which in turn, impacted the pay gap for employees. Attrition has also played a role, with 9% of people of colour leaving the firm during the reporting period.

The mean and median bonus gaps also vary across the five years. Some years show improvement; others show increases. This reflects the broader variability in bonus outcomes across different groups.

To help tackle the employee ethnicity pay gap, we have continued to focus our efforts on recruiting diverse talent into the firm. We have been reviewing our processes and approaches to remove any barriers that may prevent top talent from minority communities from joining. In 2025, 62% of applicants were from POC and 22% of all new hires were POC.

We continue to support people to progress their careers in the firm. Investment in learning and development has increased, and we expect this to strengthen progression opportunities across all levels. In 2025, 18% of promotions were from a POC background, and all partnership promotions were people of colour.

Ethnicity – employee quartiles



Ethnicity Pay

Partner remuneration and bonus gap

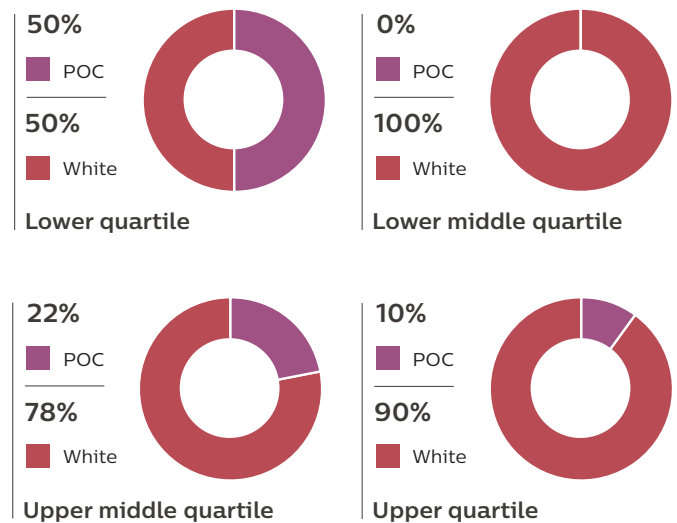
Ethnicity – Partner remuneration and bonus gap	2021	2022	2023	2024	2025
Mean partner pay gap	28%	23%	34%	7%	30%
Median partner pay gap	28%	15%	16%	-3%	42%
Mean partner bonus gap	4%	18%	-27%	-35%	21%
Median partner bonus gap	29%	1%	-6%	-1%	20%

Our partner ethnicity pay gap varies year-to-year, reflecting changes in the composition of the partnership.

This year, all elections to partnership were people of colour, strengthening representation at senior levels. New partners enter at the starting point of the lockstep pay scale, which influences the pay gap in the short term. People of colour now make up 24% of the partnership, the highest level since reporting began in 2020. As partners progress through the lockstep, we expect the gap to reduce over time.

The partner ethnicity bonus gap was in favour of people of colour in 2023 and 2024 and is 21% in 2025. The year to year variation reflects changes in not only the composition of the partnership but the working patterns of our partners: around 32% of our partners work part time, and 17% of this group are people of colour, which also contributes to the gap in this reporting period. We're proud of the number of partners who work part-time across the firm and the positive impact this has on our culture.

Ethnicity – Partner quartiles



Broadening the scope of inclusion

For the second year, we are reporting our Disability, LGBT+ and Social Mobility (class) pay gaps, for both employees and partners. Gender and ethnicity remain key areas of focus, but they are not the only factors that shape pay equity. Expanding our reporting to other underrepresented groups allows us to take a more complete view of fairness and assess pay outcomes across all backgrounds and identities.

Disability

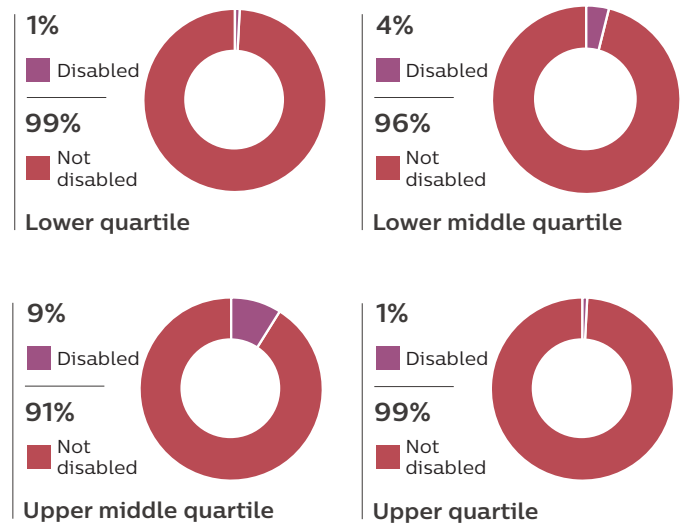
Disability – employee pay and bonus gaps	2024	2025
Mean employee pay gap	-30%	-15%
Median employee pay gap	0%	-10%
Mean employee bonus gap	-17%	-29%
Median employee bonus gap	-15%	-0%

The mean pay gap has decreased since last year and remains in favour of colleagues with a disability. The median gap has widened, indicating improved outcomes for our disabled colleagues. This reflects the strong representation of disabled colleagues in senior roles across the firm and is a positive indicator of pay equity.

Employees with disabilities remain underrepresented in the highest pay quartile (quartile 4) and overrepresented in the upper middle quartile which contributes to the scores. However, the median pay gap has reduced from zero to -10%, suggesting that while the average pay is higher, the distribution of pay is in favour of those with disabilities. The picture is similar when looking at bonuses.

We have not been able to report on our partner numbers as fewer than five of our partners are registered disabled.

Disability – Employee quartiles



LGBT+

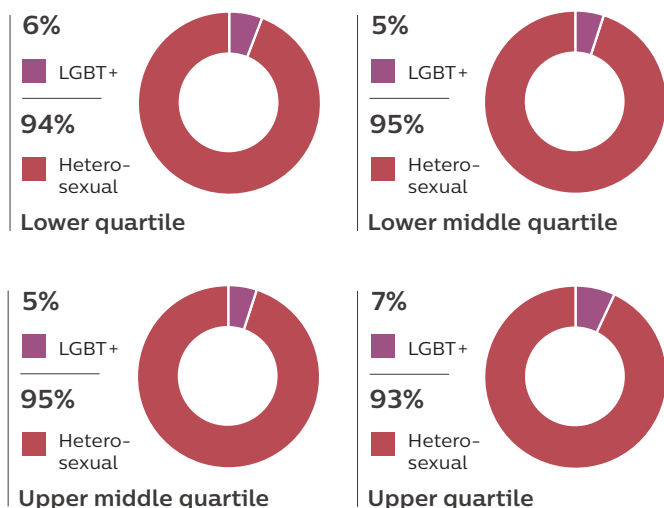
LGBT+ employees pay and bonus gap	2024	2025
Mean employee pay gap	-33%	-8%
Median employee pay gap	-21%	-1%
Mean employee bonus gap	5%	33%
Median employee bonus gap	-3%	58%

6% of employees are LGBT+ and a number of these hold leadership positions. The mean pay gap has reduced from -33% to -8% and remains in favour of LGBT+ colleagues.

Bonus data presents a mixed picture. Both mean and median bonus gaps have widened, suggesting greater variability in distribution.

Again, we have not been able to report on our partner numbers as fewer than five are from the LGBT+ community.

Employee quartiles



Social Mobility

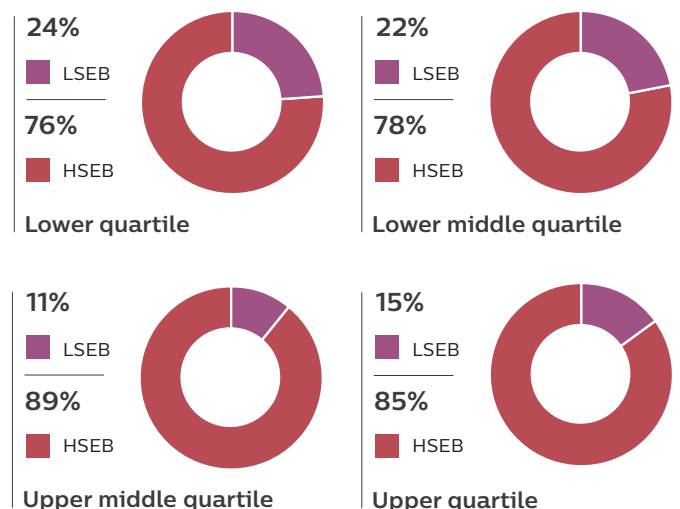
Social mobility – employee pay and bonus gap	2024	2025
Mean employee pay gap	13%	13%
Median employee pay gap	14%	30%
Mean employee bonus gap	27%	1%
Median employee bonus gap	8%	1%

Our social mobility mean pay gap has remained at 13%, and we are taking focused actions to reduce it. One example is the launch of our mini-series *Beyond the Brochure*, designed to strengthen outreach for emerging talent. These webinars provide upskilling opportunities for candidates from all universities and backgrounds, aiming to improve both the volume and quality of applications from underrepresented groups for the 2028 intake.

We also set ourselves a target to offer work experience opportunities to 50 young people in 2025. We are pleased that through our traditional Pathways to Law Programme with Sutton Trust, Making the Leap prep days, our Easter Vacation Scheme and the Aspire Mentoring session, we offered 67 people those opportunities.

The median bonus gap has narrowed from 8% to 1%, which is encouraging and is a positive shift, reflecting a more equitable distribution of bonuses.

Social mobility – Employee quartiles

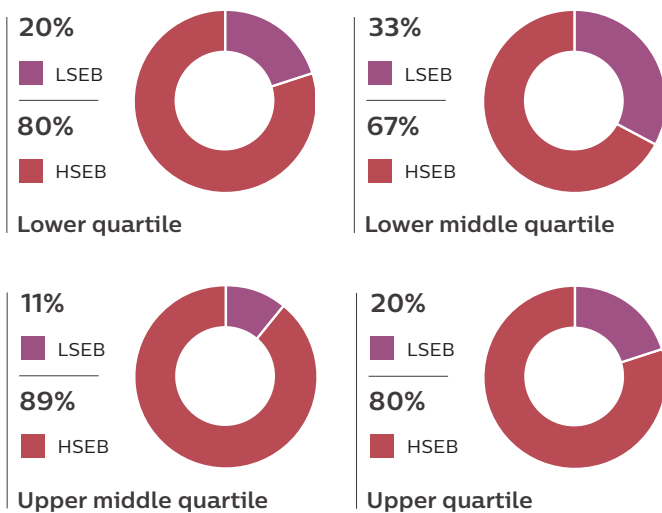


Social mobility – partner remuneration and bonus gap	2024	2025
Mean partner remuneration gap	8%	5%
Median partner remuneration gap	1%	11%
Mean partner bonus gap	5%	-13%
Median partner bonus gap	-11%	-5%

Our analysis of partner remuneration based on social class is mixed, with a reduction of the mean gap from 8% to 5% but an increase in the median from 1% to 11%.

We have also seen the reduction of the mean bonus gap moving in favour of partners from a lower social class at -13%. Although the median has increased, it is still in favour of LSEB partners, showing our bonus distribution is equitable and recognises the contributions of partners from all backgrounds.

Social mobility – Partner quartiles



Living Wage Gap Analysis

As a living wage accredited employer, we are committed to ensuring that all our employees are paid at or above the living wage. The living wage is defined as the minimum income necessary for a worker to meet their basic needs, including housing, food, healthcare, and other essentials. This wage is typically higher than the statutory minimum wage and is intended to ensure a decent standard of living for employees. We have used the London Living Wage, which has been set at £13.15 per hour for this reporting period.

To calculate the living wage gap, you would normally compare the average earnings of employees who are paid at or above the living wage against those below. This analysis is an important tool for promoting fair and equitable pay practices with a larger gap indicates a higher risk of poverty and harm, and for companies, it's a key indicator for monitoring progress in their living wage strategies.

Having reviewed the pay data for the same reference period we are pleased, and unsurprised, that all our people are paid above the living wage limit. We therefore have no living wage gap.



Our commitments

Over the next three years, we will continue to focus on the actions that make the biggest difference to equity, inclusion and representation. We will continue to use the B Corp framework, Race at Work Charter and Women in Law Pledge standards and best practice to help inform our thinking.

Our representation targets are a 40%/60% split (either way) on gender in our partnership, and at least 25% of our partners being people of colour by 2030. We will achieve these through:

Diversity of Thought

Throughout 2026 we are running our internal year-long programme designed to stretch how our people think, to challenge assumptions and explore curiosity across the firm, through a series of events that will create space for people to explore different viewpoints without fear of judgement and help people understand colleagues who may see things differently. In an increasingly complex and polarised world, our values – pioneers at heart, act with conscience and champion each other – depend on open minds and strong reasoning, not echo chambers.

Equity Audit

We will be working with an external consultant to carry out a full equity audit in line with the new B Lab JEDI standards. This will include reviewing our strategy, policies, processes and data, alongside our Equity Pay and Impact Reports. We will also gather feedback on colleagues' lived experiences through listening groups and surveys. This audit will give us a clear picture of any inequities in our processes and structures, and help us set measurable outcomes, tracking our progress over time.

Family Leave

Family leave plays a significant role in career progression, and we want to ensure colleagues are fully supported throughout this period. We will be reviewing our family leave policies in full and identifying practical steps to strengthen the support we offer our people at key life stages. Our focus goes beyond the period of leave itself: we are committed to reintegrating colleagues in a way that meets their needs and helps them continue to progress. This includes creating a new Parents Network and engaging with our parents and carers to inform the way we develop support for them.

Increase Diversity in Recruitment and Offers

Applications from minority ethnic, lower socioeconomic and disabled candidates remain strong, but these groups are still under represented in our offers. We will continue to monitor this closely and review our recruitment processes to identify any potential barriers, making targeted adjustments or providing additional support where needed. We would like to increase the number of men applying for roles with us. Last year, 30% of applicants were men, and we have a targeted recruitment campaign planned to help increase the representation of male applicants.

Work Experience

Following the success of our *Beyond the Brochure* series, we will deliver two more sessions as well as continue to offer work experience opportunities. This year, through our outreach programmes, we aim to give work experience to 75 young people from backgrounds traditionally underrepresented in our profession.

Upward Mentoring and Buddying

Our 2026 upward mentoring programme focuses on Generational Diversity. Every generation – from Baby Boomers to Gen Z – brings unique experiences, values, and ways of navigating the world into the workplace, shaped by the times in which we grew up. This programme invites our people to see those differences not as barriers, but as opportunities to learn from one another and grow together and provides an opportunity for colleagues to share and help to shape the conversation on workplace evolution. We are complementing this with an EDI buddy scheme for colleagues who identify with marginalised groups. New joiners will be paired with members of our DIF networks to help them feel connected from the outset and to encourage greater participation in network activity.

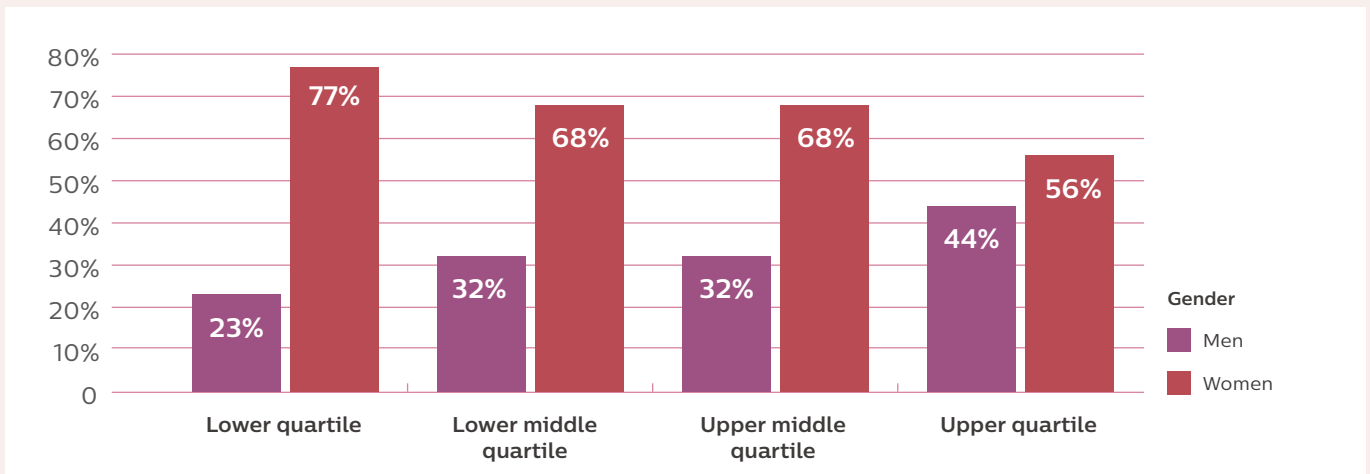
Together, these initiatives support a more connected and inclusive culture, helping to create a sense of belonging for our people.

Menopause Support

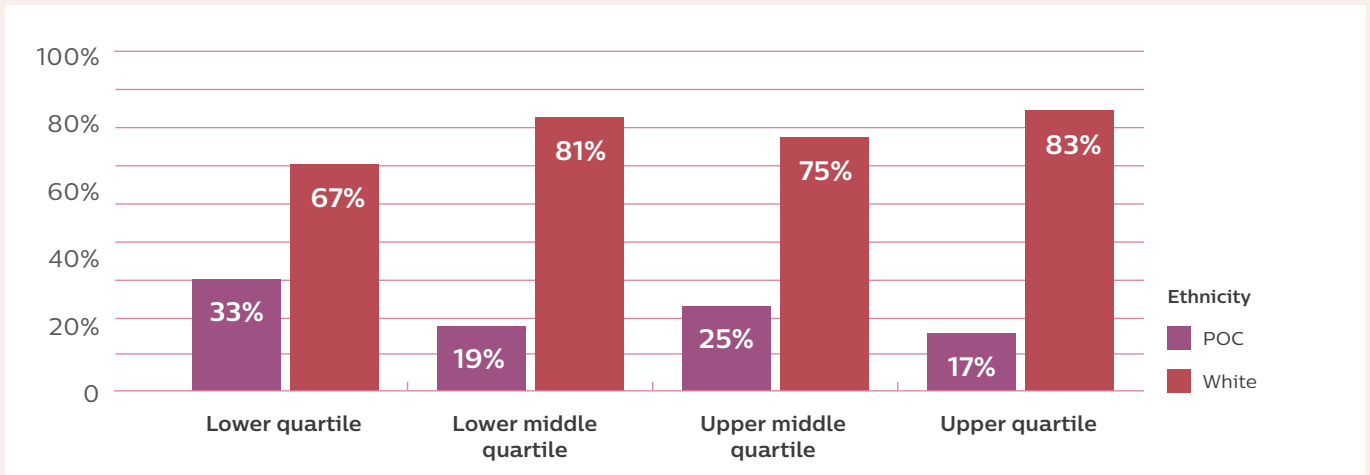
We are also making bolder commitments on supporting people experiencing perimenopause or menopause at work. We already provide menopause support and a range of related benefits. Our Menopause Action Plan (see [Appendix 2](#)) states our commitment to better comms around the topic, desk fans for those who experience symptoms and introducing coffee meet up sessions through our DIF networks.

Appendix 1: Combined quartiles

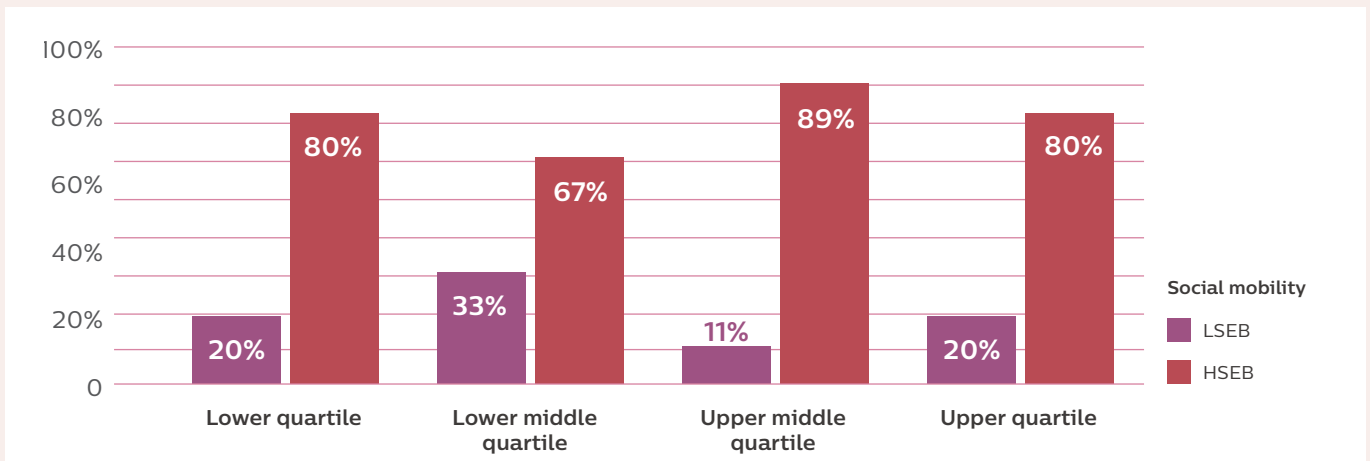
Gender pay – combined quartiles



Ethnicity pay – combined quartiles



Social class pay – combined quartiles



Appendix 2:

Menopause Action Plan 2026/27

Our commitment

Bates Wells is committed to the well-being of its employees and to ensuring that everyone is treated with dignity and respect. The menopause is a natural process and for many can be positively managed through lifestyle adjustments. However, the firm recognises that for some, the menopause is not always an easy transition. Some employees may need additional considerations to support and improve their experience at work. The stigma still exists and many employees feel uncomfortable raising concerns or requesting adjustments.

23% of our women are over the age of 45, therefore, many will be at an age where they may experience perimenopause or menopause while working at the firm. With this in mind, the firm is committed to supporting employees who are affected in any way by perimenopause and the menopause and to support and inform managers so that employees reporting issues are treated fairly and given appropriate support.

Work we have already done in this space

We have been working on support in this area for a number of years. We already have:

- A Menopause policy, which explains our position
- A Menopause Adjustment Plan to help support employees and their managers to have better conversations when people are experiencing symptoms.
- Free access for our people to the Bupa Menopause Plan to help discuss symptoms and work on a treatment plan
- A dedicated page on our intranet with resources, guides and space for learning on the menopause
- Acknowledgement in our flexible working approach that adjustments may need to be

considered for menopause, be that to hours, location or other practical changes that could help (usually these are called reasonable adjustments)

- Free sanitary products in our bathrooms
- Quiet places to work in our offices and quiet places for breaks

Identified barriers

A key barrier is the building's centrally controlled temperature, which limits our ability to make simple adjustments that support people experiencing symptoms. We are however, looking at providing individual desk fans to help overcome this.

Our actions

We have implemented 'The Black Cardi' initiative; we have several black cardigans in each of the ladies' toilets as well as the inclusive toilet, for people to wrap around their waist in the event of an accident (flooding), allowing them to get somewhere discreetly to be able to change. This small act shows our understanding that the menopause, and menstruation, can be a sensitive time, and we are here to support them. There are signs up above the hooks explaining what the cardigans are for. We commit to promote this, and other menopause actions more widely in the firm.

We are looking into creating coffee meet ups for those women who are looking for informal support from those with lived experience of perimenopause and menopause.

We are working with our facilities team to provide individual desk fans for those with symptoms who require one.

BatesWells

We're a different kind of law firm with impact at our heart. We were the first UK law firm to become a B Corp – balancing our decisions on our people, clients, suppliers, community, and the environment with making a profit – and are the highest scoring global law firm in the B Corp community.

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